Headquarters U.S. Air Force

Integrity - Service - Excellence

Source Selection Training

Evaluation of Mission Capability

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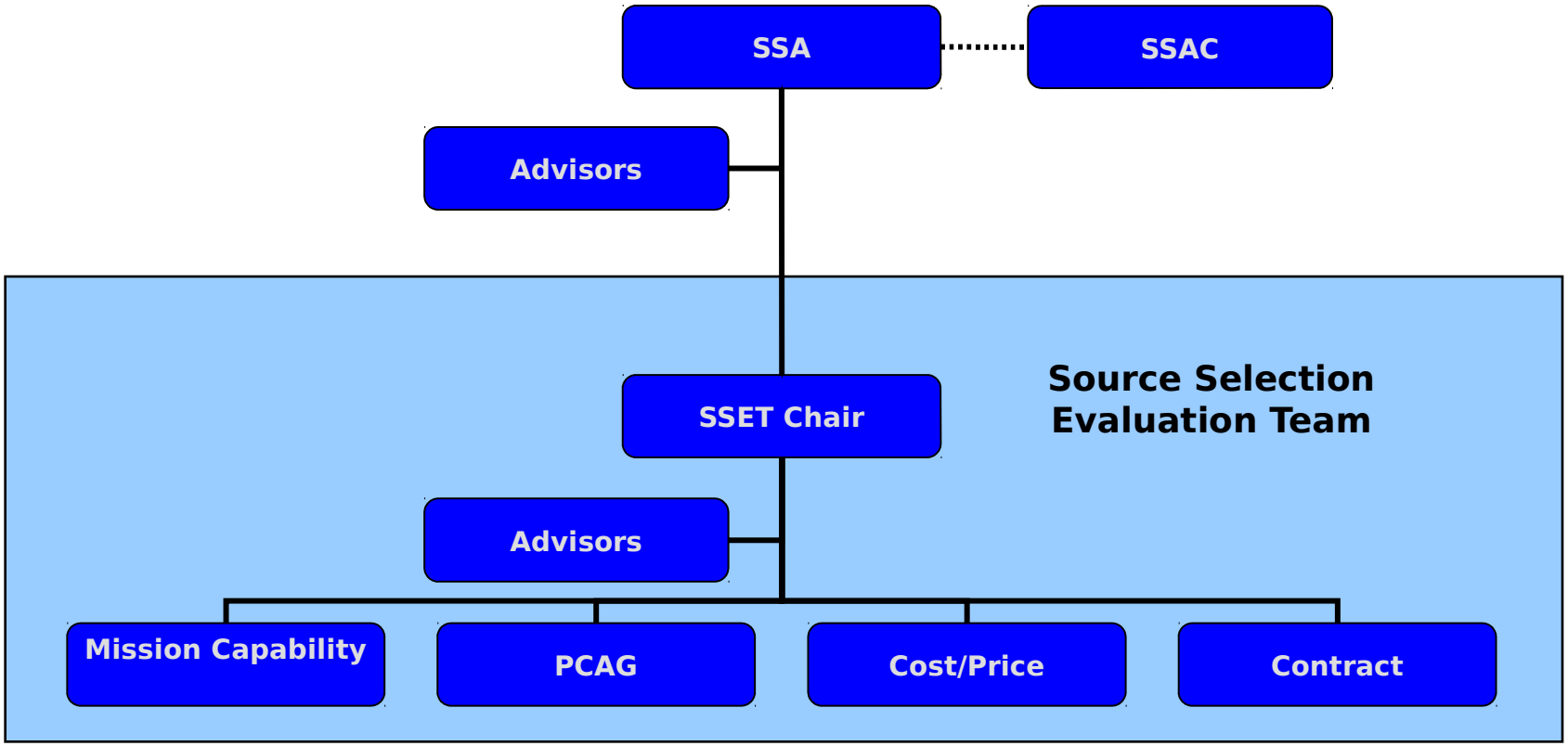
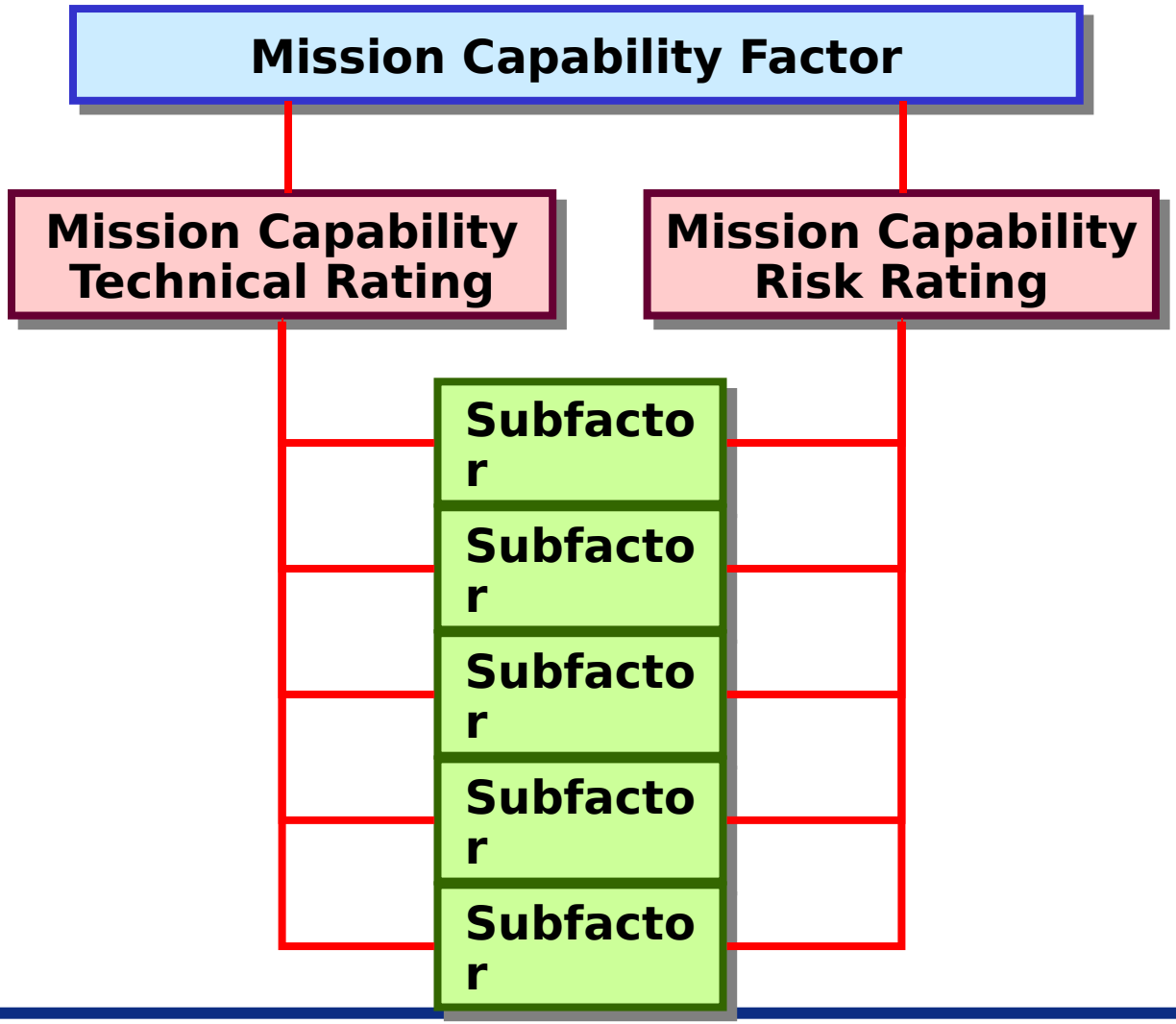
March 2008

Source Selection Organization



Mission Capability Team



Source Selection Process Overview

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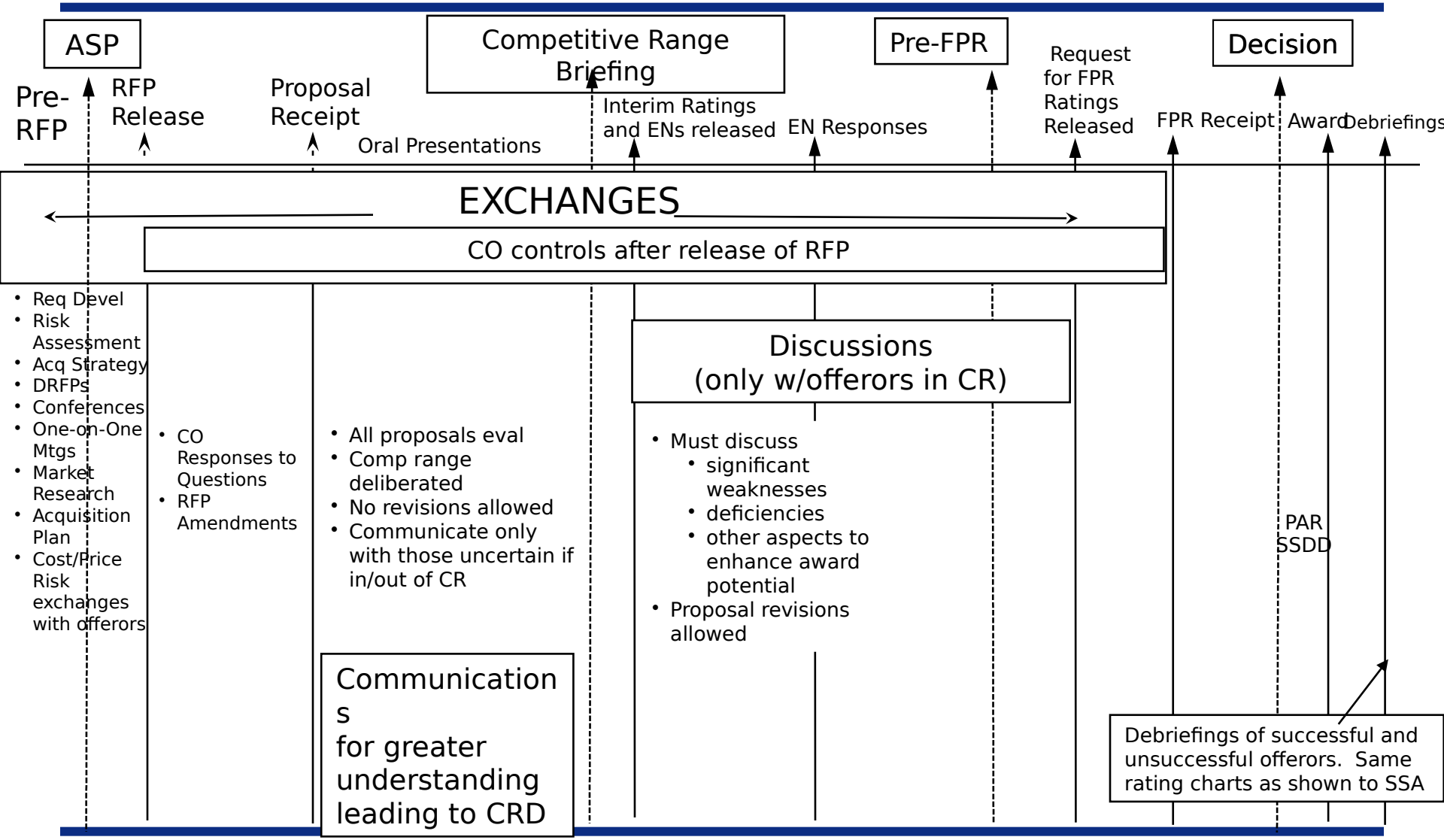
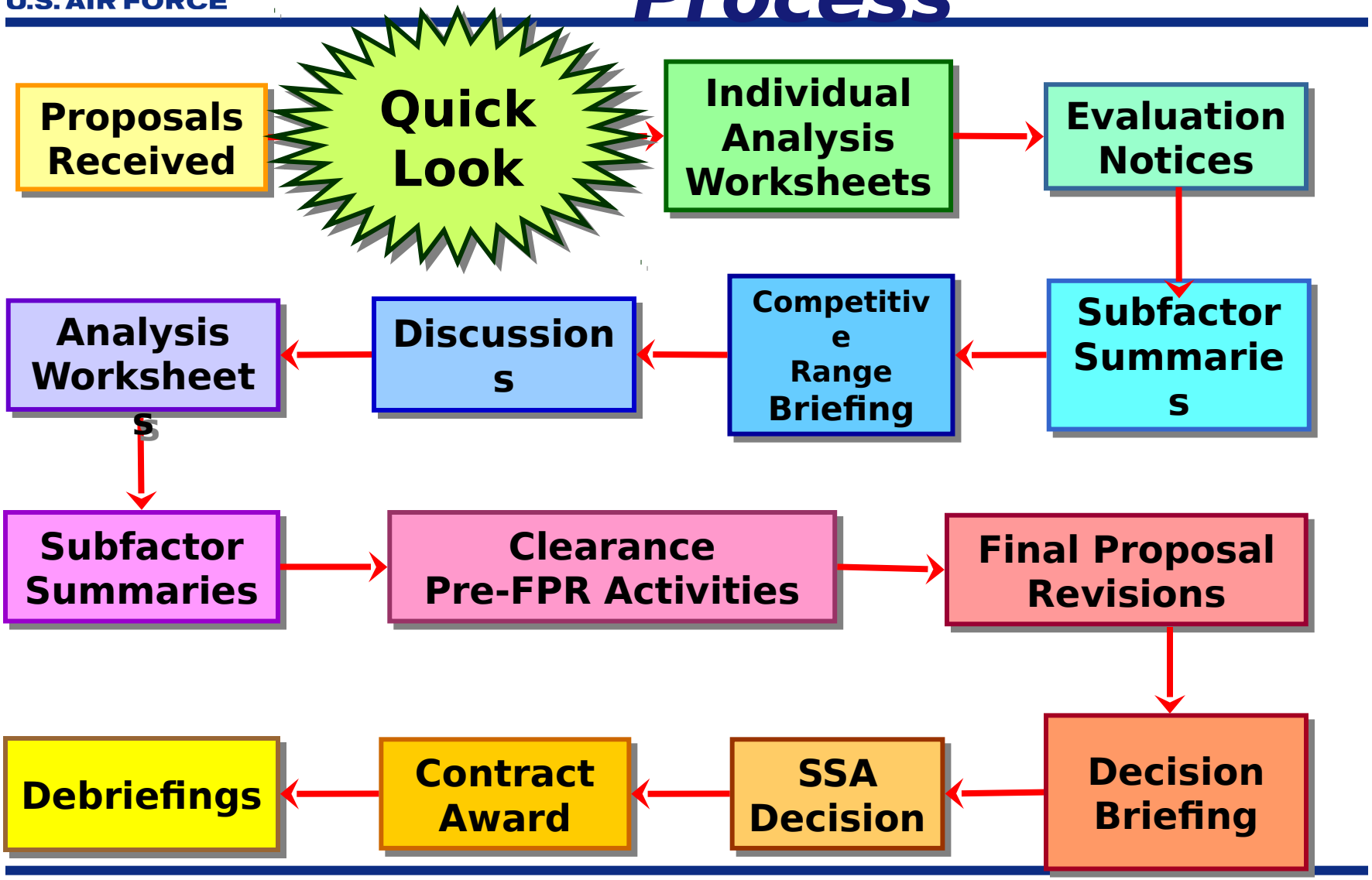


Mission Capability Proposal Evaluation Process



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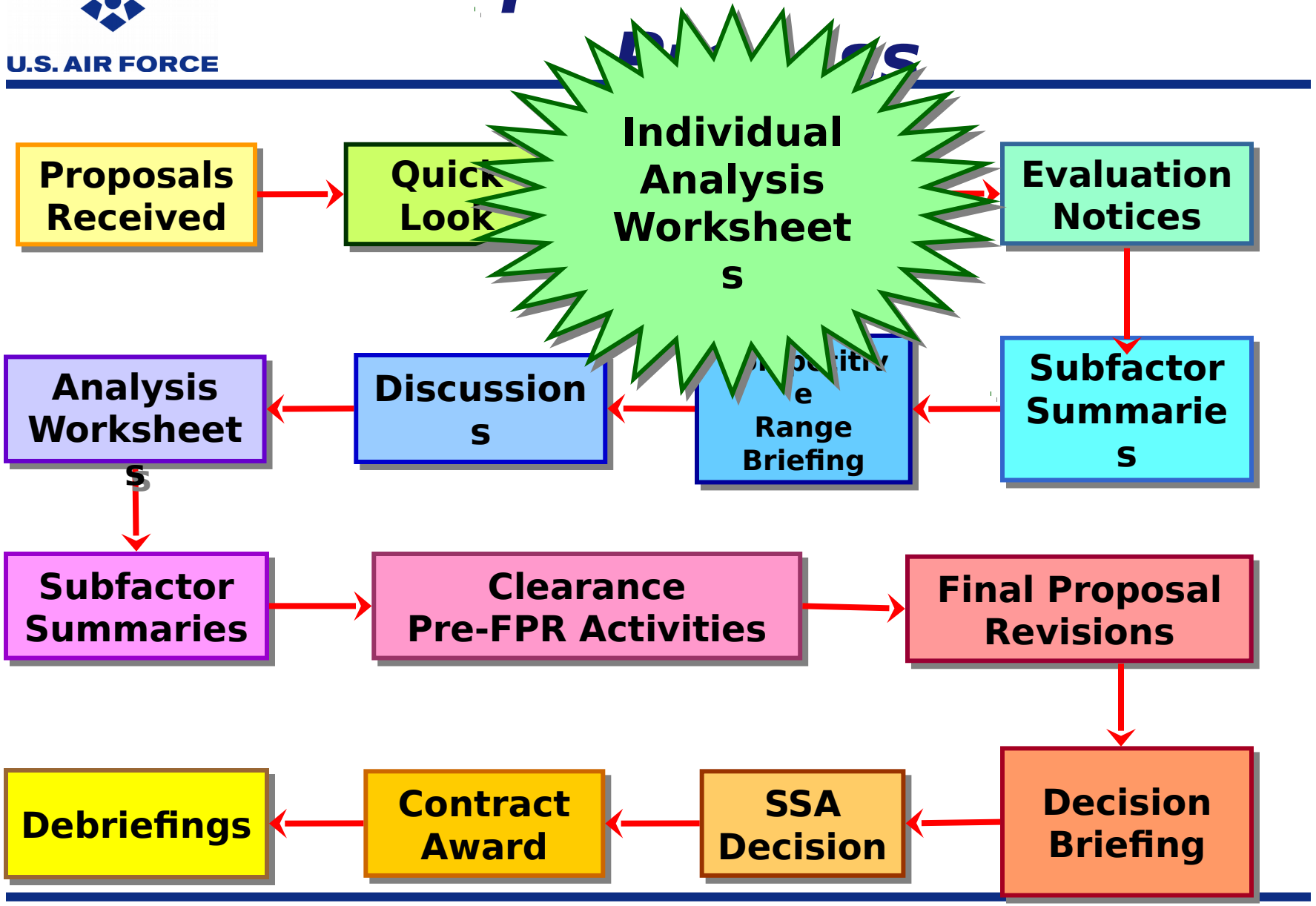
Quick Look

- Who submitted offers?
- Is proposal complete?
- Ensure page count limitations
- Have any exceptions to RFP requirements been noted?
  - Obvious showstoppers
- Do proposals need to be loaded into any evaluation tool?
- “Quick Look” information will be provided to the SSA

Mission Capability Proposal Evaluation Process



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Evaluation Process

- **Evaluator - individual analysis worksheet**
  - **Read RFP**
  - **Read proposals**
  - **Using analysis worksheets, assess proposal against RFP requirements and evaluation criteria**
  - **Document how proposal exceeds, meets, or fails to meet the mission capability requirements**
  - **Document strengths, deficiencies, weaknesses**
- **Subfactor Chief - Prepare Subfactor Summary**
  - **Write Evaluation Notices (EN) for unresolved issues**
  - **Assign ratings**
- **SSET Chair - Prepare Evaluation Briefing**
  - **Brief results and recommendations to SSA**

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Evaluation Steps

- Read RFP sections L and M
- Read Offeror's Executive Summary: Grasp overarching messages or themes, and general organization of proposal (if Executive Summary was requested)
- Review all relevant portions of proposal
- Collaborate with PCAG and cost team members to:
  - Resolve issues
  - Clarify proposal content
- Review proposal against evaluation criteria in RFP Section M to assess whether proposal:
  - Exceeds
  - Meets
  - Does Not Clearly Meet
  - Does Not Meet

} … Section M Requirement

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Keys to Developing Initial MC Technical and Risk Ratings

Complete the Evaluation of One Proposal Prior to Moving to the Next One

- **Ensures integrated assessment of proposal**
- **Facilitates evaluation against MC subfactor**
  - **As opposed to comparing proposals to one another**
- **More efficient as all evaluators are reviewing the same proposal**
  - **MC team members can assist each other in finding information or answering questions**

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Keys to Developing Initial MC Technical & Risk Ratings

- **Evaluate only information contained in the proposal**
  - **Evaluate proposal on the basis of what we asked for, not what we would like to see**
  - **Don’t expand the scope of evaluation beyond original intent**
- **Evaluate proposals against Evaluation Subfactors in RFP (Sections L and M)--not against one another**
- **Ensure consistent evaluation across all proposals**

Mission Capability Technical Evaluation

- **Individual Evaluator completes analysis for their Subfactor**
  - **No collaboration with other Mission Capability evaluators**
  - **Collaboration will be at Subfactor summary level**

- **Individual Evaluator evaluates each Mission Capability Subfactor in accordance with Section M of RFP and completes Individual Analysis Worksheet**
  - **Proposed approach evaluated as:**
    - Exceeding Requirement
    - Meeting Requirement
    - Not Clearly Meeting Requirement
    - Failing to Meet Requirement

Mission Capability Technical Evaluation

- **Evaluate the Exceeds Requirements to determine which meet the Strength definition**

- **A strength requires you to document all three aspects of this definition:**
  - **A significant aspect of an offeror's proposal that has merit and exceeds specified performance or capability requirements;**
  - **Advantageous to the government; and**
  - **Will be included in the contract or is inherent in the offeror's process**
- **Document the Strengths**

Mission Capability Technical Evaluation

- **Evaluate each Failed to Meet Requirement to determine Deficiencies**
- **Deficiency: A material failure of a proposal to meet a Government requirement**
- **Document the Deficiencies**

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Mission Capability Technical Evaluation

- **Evaluate each item previously marked as Not Clearly Meeting Requirement and determine if it is an Uncertainty**

- **Uncertainty: A doubt regarding whether an aspect of the proposal meets a material performance or capability requirement. It requires additional information from the offeror to further explain the proposal before the evaluator can complete his/her review and analysis and should generate the issuance of an EN.**

- **Document the Uncertainties**

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Sec M – Mission Capability Technical Evaluation

- **Mission Capability technical ratings focus on Strengths, Deficiencies, and Uncertainties in the offeror's proposal for a Mission Capability Subfactor**

- **Narrative Assessment shall include:**
  - **Strength**
  - **Deficiency**
  - **Uncertainty**

- **Write Evaluation Notice if necessary**
- **Verify proposal meets all minimum technical requirements**
- **Interface with PCAG and Cost Team**

Mission Capability Technical Ratings

- **Mission Capability Team Chief or Subfactor Chief is responsible for:**
  - **Combining inputs from all MC evaluators**
  - **Reaching consensus of the evaluators on each of the Mission Capability Subfactors**
  - **Making sure that the Subfactor Summary Level documentation clearly shows the consensus results and disposition of any individual evaluator's difference with the consensus**
  - **Assigning Color Rating**

Sec M -- Mission Capability Technical Ratings

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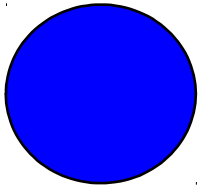
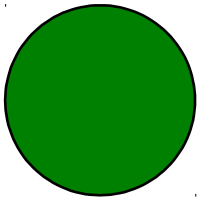
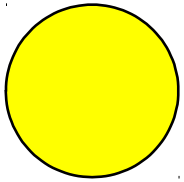


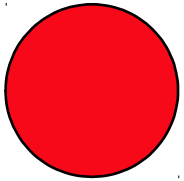
BLUE-EXCEPTIONAL: Exceeds specified minimum performance or capability requirements in a way beneficial to the government. A proposal must have one or more strengths and no deficiencies to receive a blue.



GREEN-ACCEPTABLE: Meets specified minimum performance or capability requirements. A proposal must have no deficiencies to receive a green but may have one or more strengths.



YELLOW-MARGINAL: There is doubt regarding whether an aspect of the proposal meets a specified minimum performance or capability requirements, but any such uncertainty is correctable.



RED-UNACCEPTABLE: Fails to meet specified minimum performance or capability requirements. The proposal has one or more deficiencies and is not awardable.

Mission Capability Risk Evaluation

- **Risk is assessed at the Mission Capability Subfactor level**
- **Focuses on the Weaknesses associated with an offeror's proposed approach**
- **Assessment considers potential for disruption of schedule, increased cost, degradation of performance, the need for Government oversight, and the likelihood of unsuccessful contract performance**
- **When a Strength is identified in a Mission Capability Technical Rating, assess if offeror's proposed approach would likely cause an associated Weakness which may impact schedule, cost or performance (MP5.5.1.2)**

Mission Capability Risk Evaluation

- **Evaluation Worksheets and Summaries shall document:**
  - **Weakness: A flaw in the proposal that increases the risk of unsuccessful contract performance.**
  - **Significant Weakness: A flaw that appreciably increases the risk of unsuccessful contract performance.**
  - **Deficiency: Combination of significant weaknesses in a proposal that increases the risk of unsuccessful contract performance to an unacceptable level. (FAR 15.001)**
  - **Risk Mitigation proposed by the offeror.**

- **For ANY weakness identified, the Evaluator MUST:**
  - **Generate ENs for significant weaknesses, weaknesses, and deficiencies**
  - **Address the offeror's proposal for mitigation, if available and**

Mission Capability Risk Ratings

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Low*	**Has little potential to cause disruption of schedule, increased cost, or degradation of performance. Normal contractor effort and normal government monitoring will likely be able to overcome any difficulties.**
Moderate*	**Can potentially cause disruption of schedule, increased cost or degradation of performance. Special contractor emphasis and close government monitoring will likely be able to overcome difficulties.**
High*	**Likely to cause significant disruption of schedule, increased cost or degradation of performance. Extraordinary contractor emphasis and rigorous government monitoring may be able to overcome difficulties.**
Unacceptable	**The existence of a significant weakness or combination of weaknesses that is very likely to cause unmitigated disruption of schedule, drastically increased cost or severely degraded performance. Proposals with an unacceptable rating are not awardable.**

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Mission Capability Risk Considerations / Examples

- **Unproven processes**
  - **May be technically desirable, but could introduce program risk**
- **State of the art technical solution**
  - **May drive increased schedule, cost risk**
- **Example:**
  - **Requirement: Light weight, high strength material**
  - **Proposed solution: Exotic alloy**
  - **MC Subfactor rating “Blue” as technical requirement exceeded**
  - **Proposal Risk rating “High” as material is scarce and difficult to obtain**

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Technical & Risk: The Differences

	MC Technical	MC Risk
Focus	Does the proposed performance meet or exceed *requirements*?	What are *the risks* of meeting solicitation requirements if performed as proposed?
Issue	What is *quality of outcome*? Are there Advantages, benefits	What risks/mitigations are inherent in offeror's *approach*?
Assess-ment	Strengths Meets requirements Uncertainties Deficiencies	No weaknesses Weakness Significant weakness Deficiency
Rating	Blue Green Yellow Red	Low Moderate High Unacceptable

Analysis Worksheet

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Source Selection: _____
Evaluator:_ _____Offeror: _____
Factor:_ Subfactor:

MISSION CAPABILITY (MC)

Component of Performance or Capability Requirement:
What is Offered:

Technical Rating

How Proposal Exceeds, Meets, or Fails to Meet Performance or Capability Requirements:
Strengths (MC): (Start narrative with "Strengths:"
Deficiencies (MC) : (Start narrative with "Deficiencies:")
Uncertainties (MC): (Areas requiring additional information)

Risk Rating)

Significant Weakness (MC): (Start narrative with "Significant weakness")
Weaknesses (MC): (Start narrative with "Weaknesses:")
Deficiencies*(MC): (Start narrative with "Deficiencies")
Mitigation (MC): (Start narrative with "Mitigation:")
Evaluation Notice Required?

***A deficiency could be a result of a significant weakness (or combination of weaknesses) that is very likely to cause unmitigated disruption of schedule, drastically increased cost or severely degraded performance.**

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Individual Analysis Worksheets Sample Statements

Examples of a "strength" statement

- **Poor:**
  - **a. Current teaming arrangements exceed minimum requirements**
  - **b. Proposed comprehensive risk management toolset is a strength**

- **Better:**
  - **a. The offeror exceeds our requirements by signing MOUs and pre-negotiated subcontracts with key players. This is advantageous because it enables a quick start-up after contract award**
  - **b. All team members (including subs) agree to use same risk tool. This is a significant benefit to the government because it makes the integrated risk assessment more efficient and further mitigates the overall risk to the government.**

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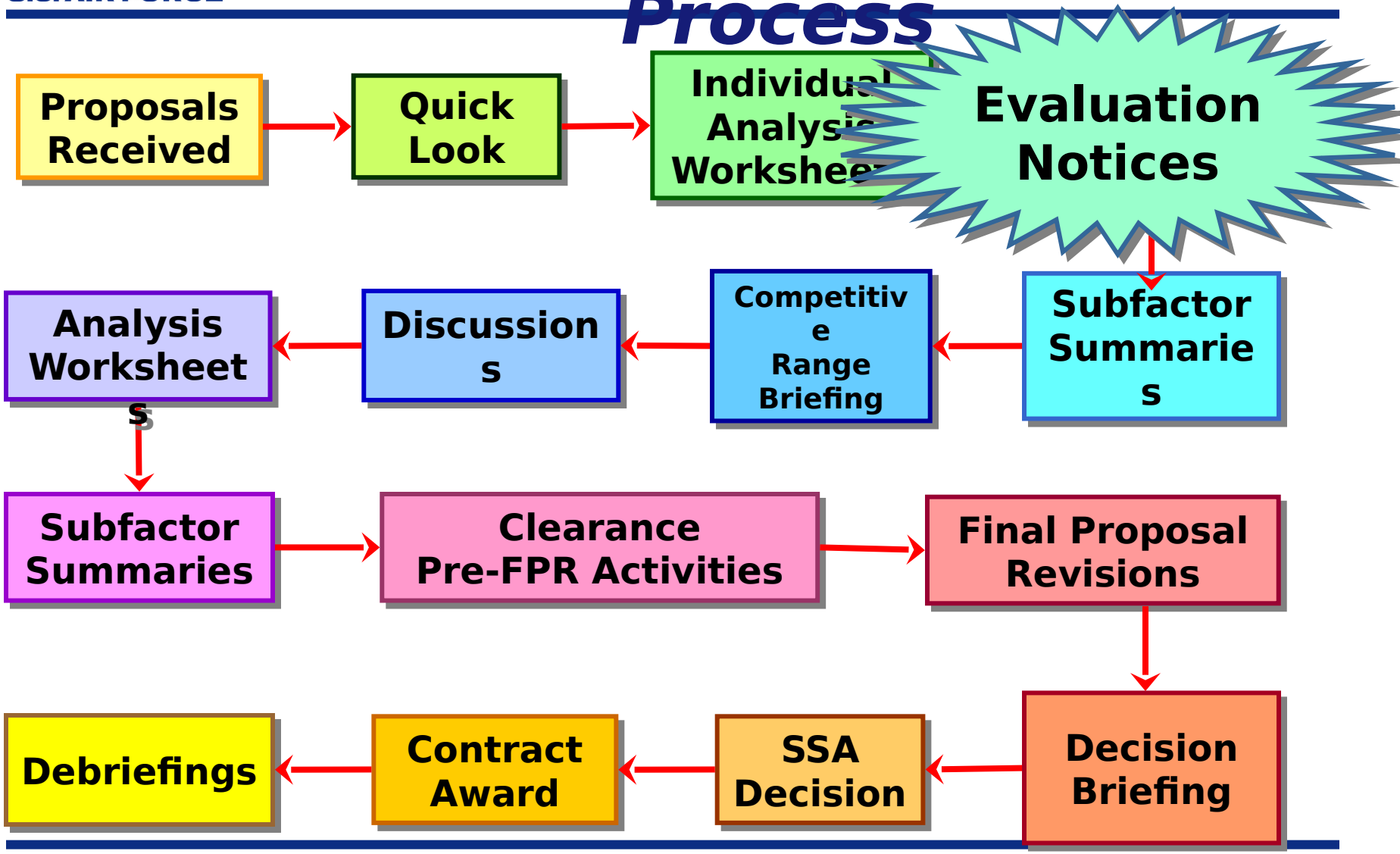
Mission Capability Proposal Evaluation Process



Evaluation Notices (ENs) Types of Exchanges

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Clarifications*

As needed with AWOD

- **Adverse past performance, not previously addressed**
- **PPI relevance**
- **Minor or clerical errors**

Communications*

To determine competitive range

Shall

- **Adverse PPI is determining factor in exclusion**

May -

- **Inclusion or exclusion in Competitive Range is uncertain**
- **Enhance Government understanding of proposal**
- **Facilitate Government evaluation process**
- **Address ambiguities, perceived weaknesses, omissions, mistakes, etc.**

Negotiations / Discussions

- **Conducted with offerors in the competitive range**
- **Goal is to get best value**
- **Discuss weaknesses, deficiencies, and other aspects of the proposal to enhance award**
- **Discuss efforts above mandatory minimums**
- **Conducted either orally or in writing or both**
- **Areas may also include issues of compliance with RFP**

***Neither clarifications nor communications allow for an opportunity for proposal revision**

Issuing Evaluation Notices

- **Used to better understand offeror's proposal or notify offerors about aspects of their proposal**
- **Should be clearly and concisely written with specific references to RFP and proposal documents**
- **ENs must identify the type of exchange:**
  - **Clarification, Communication, or Discussion**
  - **PCO assists in determining the proper classification**
- **ENs must also identify deficiencies**
- **Evaluator who initiated EN records final actions, formulates a conclusion and documents the evaluation**
- **PCO controls all exchanges with offerors**

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Evaluation Notice (EN)

EVALUATION NOTICE (EN)

_____FAR 15.306(a) Clarification* **Offeror_____**
_____FAR 15.306(b) Communications* **Control#_____**
_____FAR 15.306 (c) Discussions
_____Deficiency
***Government will not accept proposal revisions as a result of Clarification or Communication exchanges**
Request for Proposal REFERENCE *(Specify Request for Proposal paragraph number, Section M and Section L reference, etc.)*

GOVERNMENT COMMENT:
Factor _____
Subfactor _____

PROPOSAL REFERENCE: *(Specify offeror's document, Proposal Volume, paragraph, and page number)*

SUMMARY: Description of issue in question and specific request for additional/supplemental information needed to clarify or correct the issue. Include references to the solicitation if necessary.

EVALUATOR: (Note: The evaluator's name should not be included on the copy sent to the offeror.)

OFFEROR RESPONSE:

EVALUATOR ASSESSMENT OF OFFEROR RESPONSE: Address impact (including impact on offeror ratings, if any) and evaluate response.

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Examples of EN Summary

- **Poor EN:**
  - **Need clarification on where the risk management process was demonstrated**
  - **“Current staffing for this task is 21 people. The proposed staffing of 9 people is inadequate.”**

- **Better EN:**
  - **Describe where risk management process was used previously and why that program is analogous to this effort.**
  - **Describe the process improvements to be implemented in order to achieve the efficiencies in personnel proposed.**

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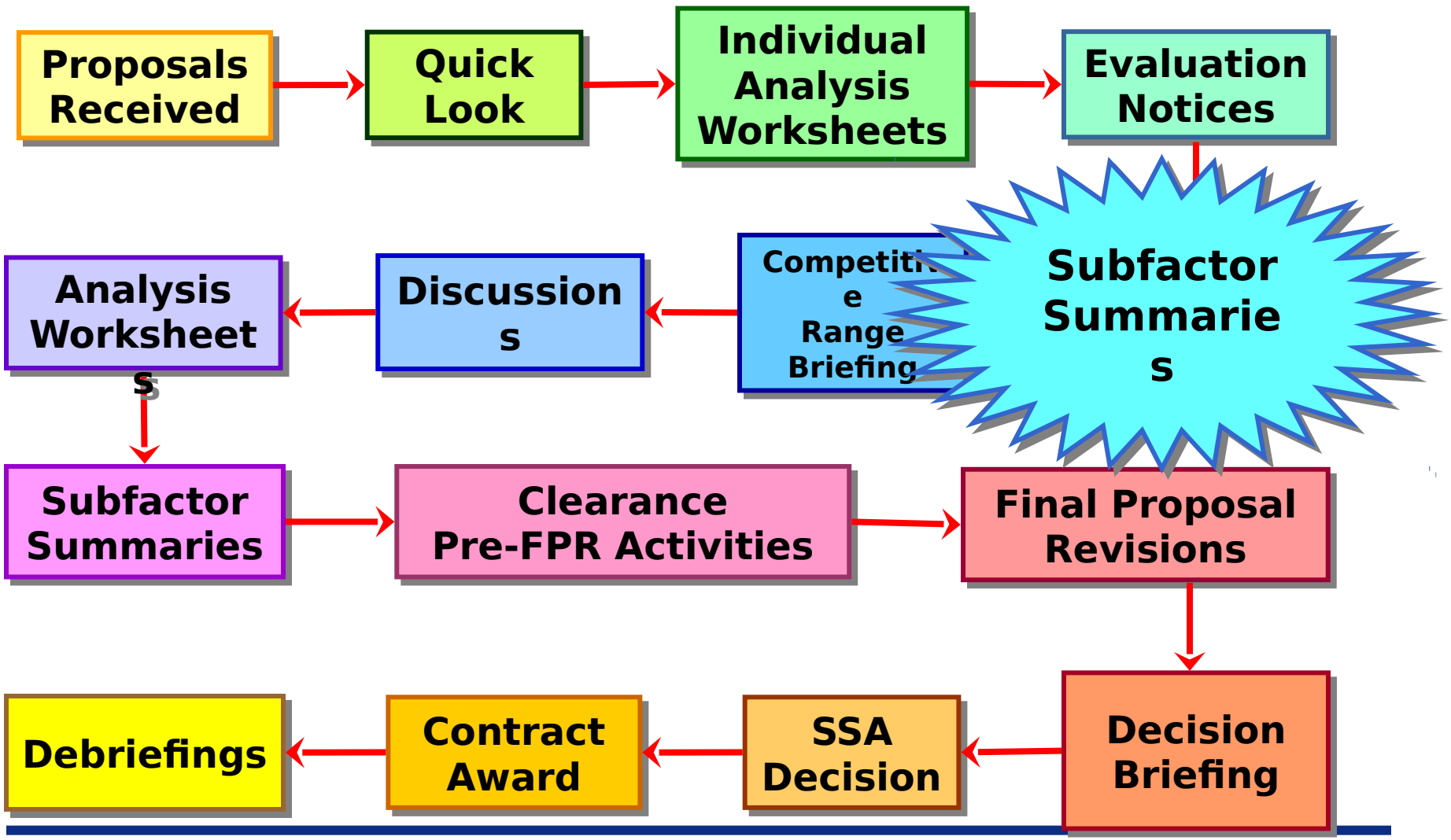
Mission Capability Proposal Evaluation Process



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Subfactor Summary

- Completed by subfactor chief with team concurrence
- Combines inputs from all MC evaluators
  - Compilation of subfactor analysis worksheets
- Assigns color code for MC technical rating and risk rating
- Completed before
  - Decision to award without discussions or establish competitive range
  - Request for Final Proposal Revision
  - Final SSA Briefing
- Subfactor summary charts are shown to offerors
  - As “interim ratings” prior to award
  - To support debriefings

Subfactor Summary

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___ Initial Summary ___ Pre-Final Proposal Revision Summary ___ Final Summary

Source Selection:

Author:

Offeror:

Factor:

Subfactor:

Proposal Description:

MISSION CAPABILITY (MC)

Technical Rating:

Strengths Details:

Strengths Summary:

Deficiencies Details:

Deficiencies Summary:

Uncertainties (Areas Requiring Additional Info):

RISK Rating:

Deficiencies Detail*:

Deficiencies Summary*:

Mitigation Efforts/Weaknesses Details:

Mitigation Efforts/Weaknesses Summary:

Comments:

Reviewed by:

***A deficiency could be a result of a significant weakness (or combination of weaknesses) that is very likely to cause unmitigated disruption of schedule, drastically increased cost or severely degraded performance.**

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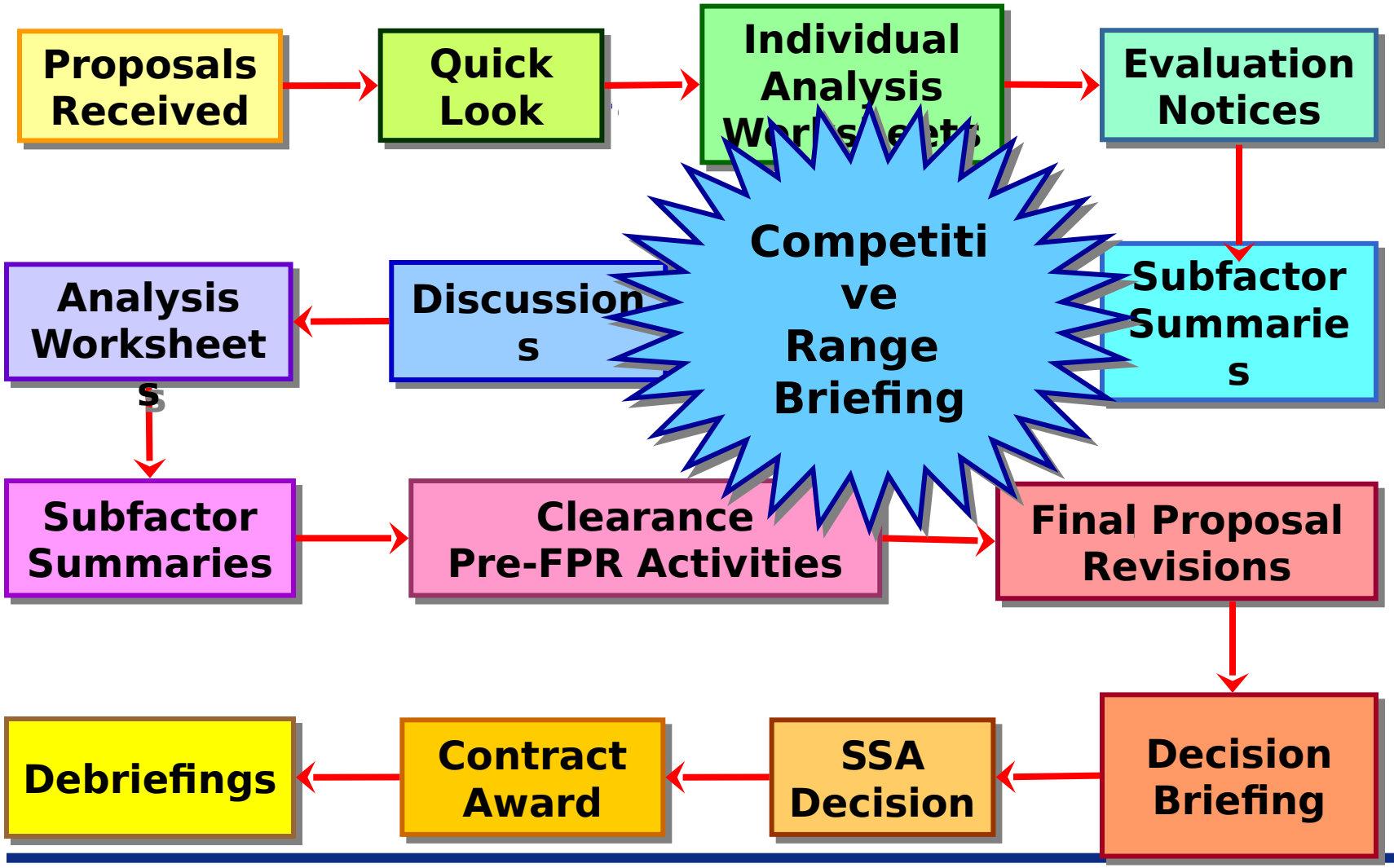

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Competitive Range

- **Reduction of number of Offerors with whom discussions will be held**
- **Each proposal is rated against all evaluation factors**
- **SSA establishes the Competitive Range**
- **Competitive Range is comprised of all most highly rated proposals, unless further reduced for efficiency**
- **Successive Competitive Range Determinations possible**

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Competitive Range Briefing

- **May recommend elimination of one or more offerors from the Competitive Range**
  - Must provide detail sufficient to support PCO recommendation for SSA approval
- **SSET presentation of Initial Evaluation Results for all Factors**
  - Brief all Strengths, Deficiencies, Uncertainties and Weaknesses
- **SSA approval to enter Discussions**
  - Release ENs
    - Should be available for review and approval by SSA
  - SSA approval of Interim Ratings for release to Offerors
- **SSA's approval for Award Without Discussions**
  - If awarding without discussions, SSAC chair will provide a source selection recommendation to the SSA
    - Also provide a minority opinion if there is significant disagreement among the SSAC members

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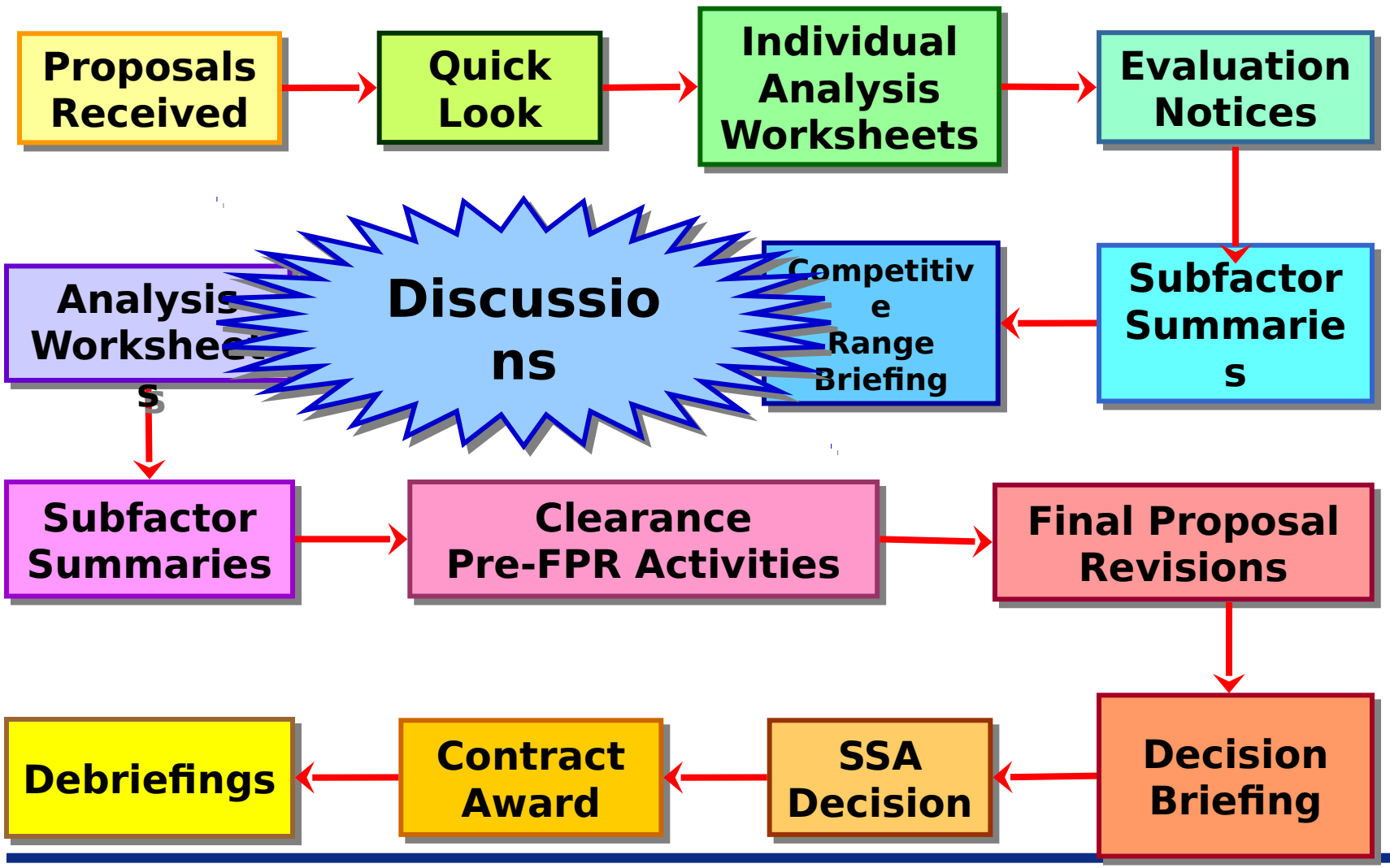
Mission Capability Proposal Evaluation Process



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Discussions

- Discussions with Offerors remaining in competitive range
- Resolve evaluation notices
- Discussions for MC Technical and Risk normally covers:
  - Deficiencies
  - Uncertainties
  - Weaknesses
- SSET will provide actual interim ratings to the offeror
  - Same briefing charts will be provided/briefed to the offeror
- Face to face discussions and/or telephonic discussions may be necessary
- Offerors are permitted to update their proposals
  - You will use these revisions as a part of your final evaluation

Source Selection Process During Discussion Phase

- **Discussions must be conducted With each Offeror in the Competitive Range**
  - **Issue ENs**
  - **Receive response to ENs from Offeror**
  - **Evaluate response**
  - **Follow up may be face to face Discussions or ENs**
  - **Evaluate responses received**

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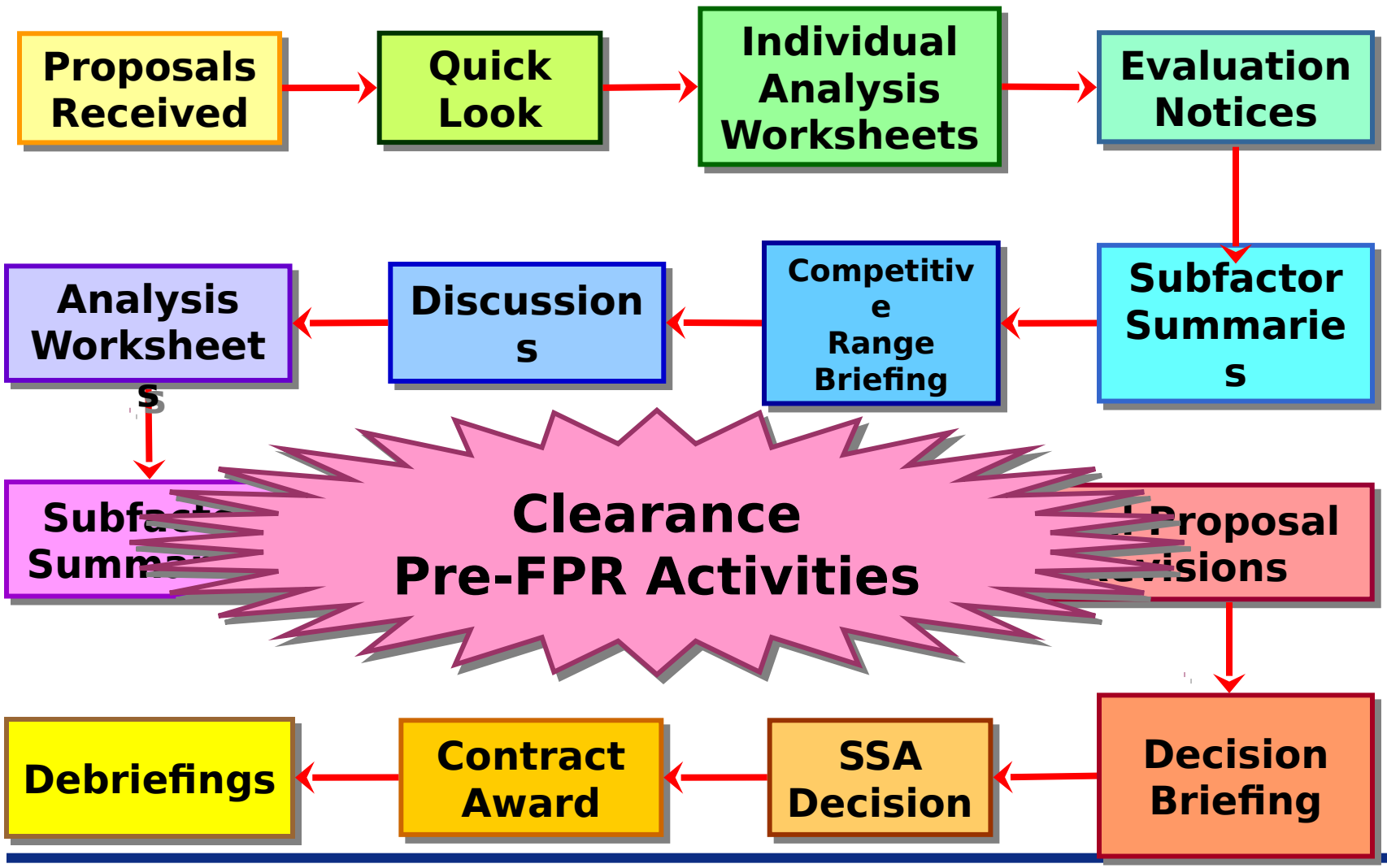

Clearance Pre-FPR Briefing

- **Obtain Contract Clearance from Clearance Approval Authority to request the Final Proposal Revision (MP5315.3, Paragraph 5.6.6)**
  - **SSA is NOT the Clearance Approval Authority**
- **Obtain SSA's authorization for release of Request for Final Proposal Revisions**
  - **SSET briefs completed evaluation to the SSA/SSAC**
    - This includes your revised ratings as a result of discussions
- **Review of contract documentation including performance metrics**
  - **AFPEO/CM PEO must make performance based decision prior to FPR release**

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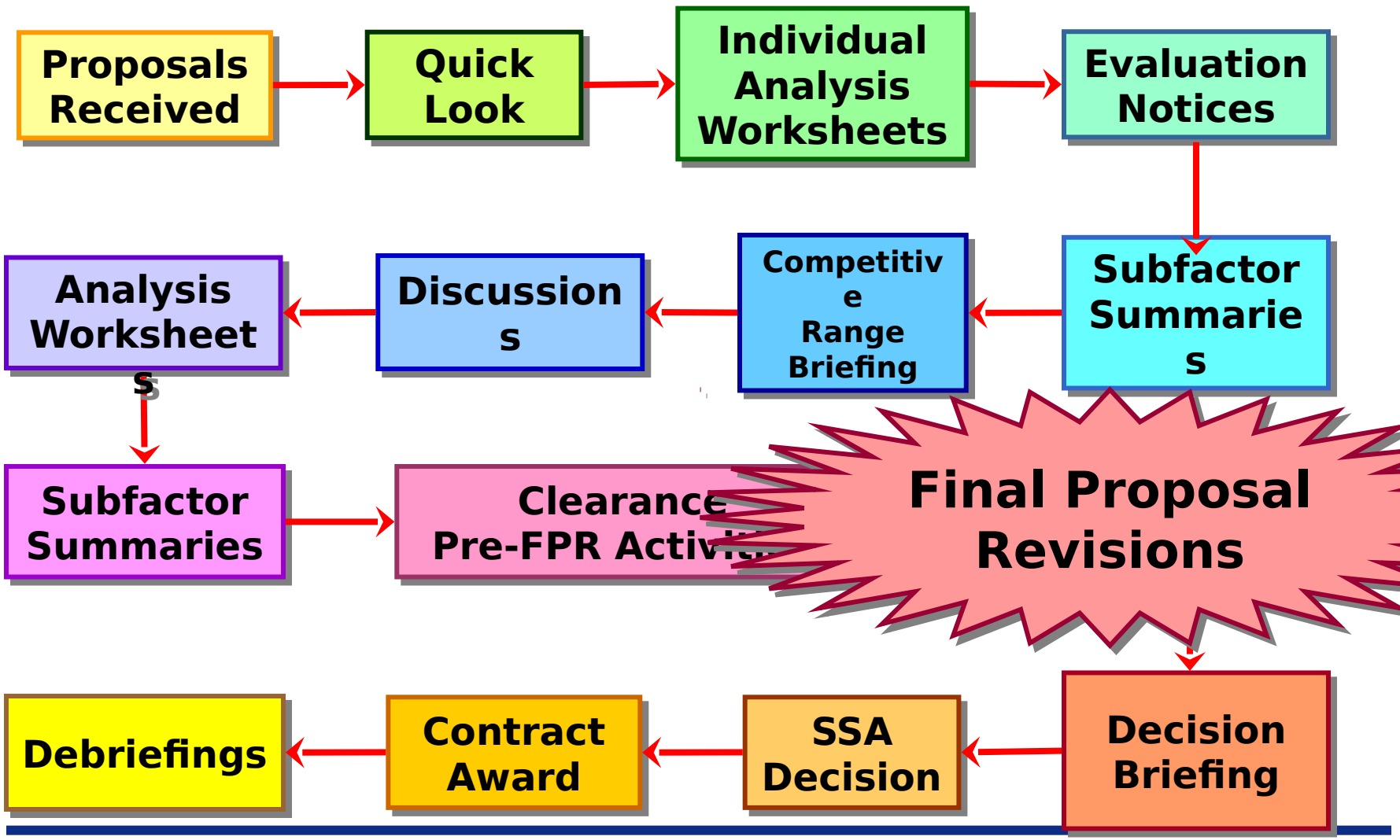

Request for Final Proposal Revision

- Issued at conclusion of discussions
- Updated ratings shall be disclosed to offerors prior to request for FPR
- Issued to all offerors in Competitive Range
  - May release & explain/discuss draft to ensure understanding of
    all issues
- Establishes common cut-off date
- Proposal revisions form baseline for Final Evaluation
  - Technical Baseline
  - Terms and Conditions
  - Business Arrangement
- Gives offeror opportunity to submit a Final Proposal Revision

All Changes Should be Traceable to Original Proposal

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Final Proposal Evaluation

- **SSET must evaluate Final Proposal Revision to Mission Capability Technical and Risk Ratings, Past Performance and Cost/Price including Cost/Price Risk if applicable**
  - **Document Evaluation**
  - **Reassess ratings including Strengths, Deficiencies, and Weaknesses**
- **If an SSAC is used, the SSAC shall, with assistance of SSET chairperson, provide the comparative analysis of offers when the SSA assigns the responsibility for preparing that analysis to the SSAC**

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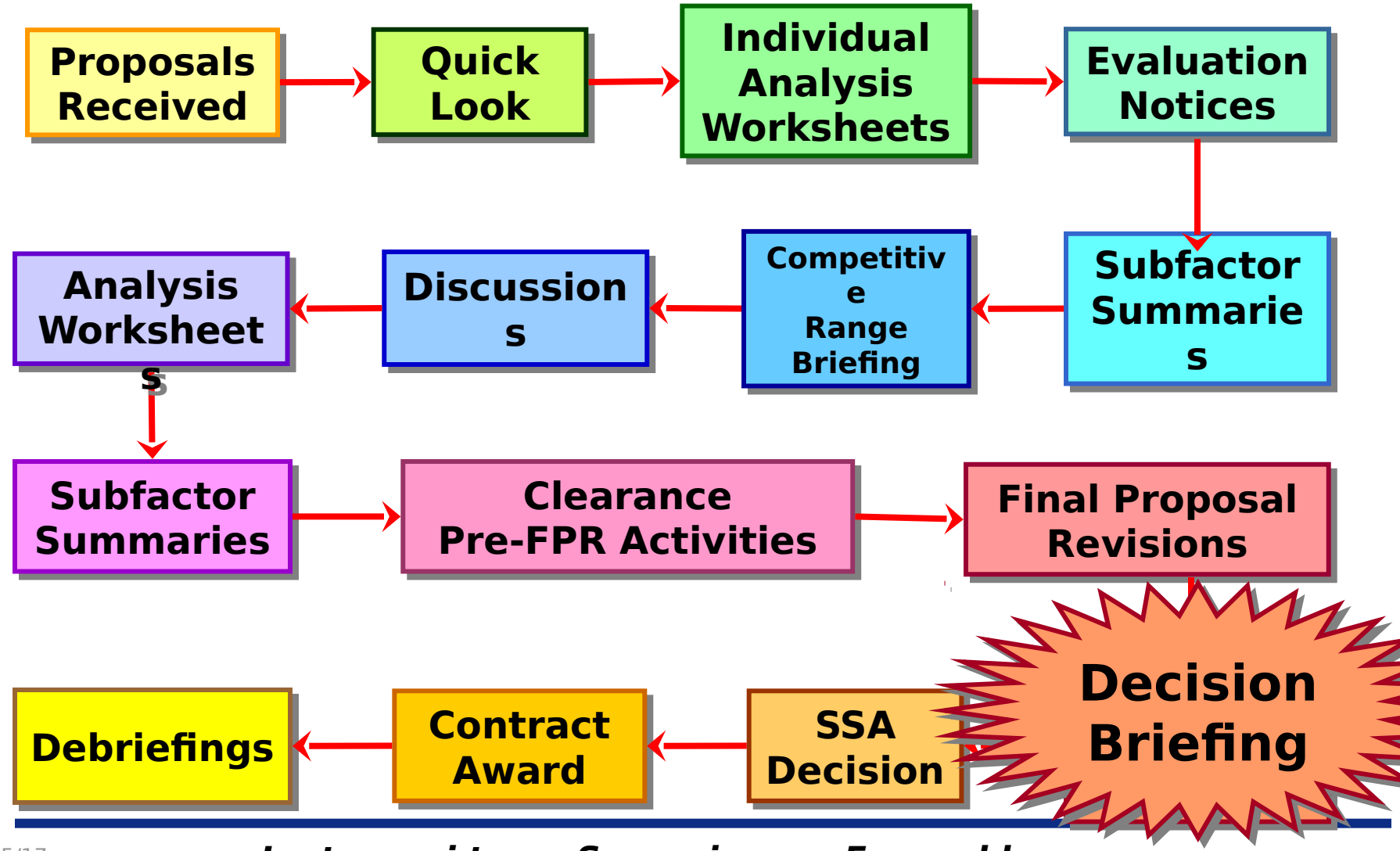

Decision Briefing

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- **Briefing to SSA/SSAC must include the following:**
  - **Include all the up front charts from the Competitive Range Briefing**
  - **Color Ratings for Mission Capability Technical Rating for each Subfactors**
  - **Mission Capability Risk Rating for each Subfactor**
  - **Past Performance Rating**
  - **Cost/Price**
  - **Cost Risk Rating if applicable**
  - **Contracting considerations and any exception to T&C's**
  - **Summary chart covering all remaining offeror's ratings**
- **Only Final Ratings shown**
- **Sufficiently detailed narrative descriptions of each offeror's Strengths, Deficiencies, Weaknesses, and Past Performance**
- **SSAC (if used) or SSET makes a source selection recommendation**
- **Summary Chart**

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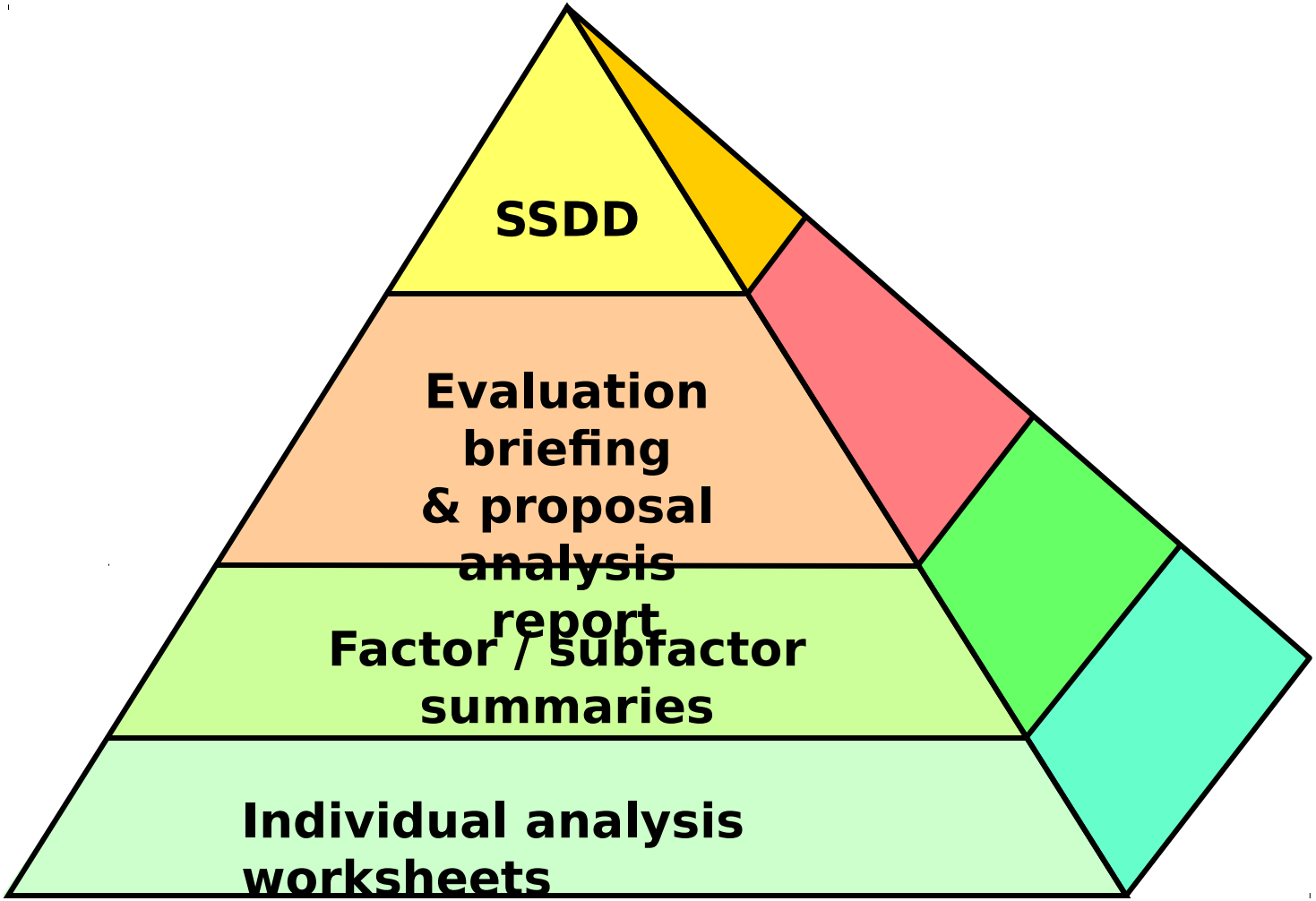
Documentation Flow



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Documentation

- **SSDD – Source Selection Decision Document (SSDD) is the document that reflects the Source Selection Authority's integrated assessment and selection decision**
- **PAR – Proposal Analysis Report (PAR) is a report that fully documents the results of the evaluation of each proposal and the comparative analysis of all proposals within the competitive range.**
- **Subfactor/Factor summaries (already covered)**
- **Individual Analysis worksheets (already covered)**

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Required Documentation

- Evaluation
  - Evaluation Notices
  - Assessment of Risk
  - Strengths
  - Deficiencies
  - Uncertainties
  - Weaknesses
  - Past Performance
  - Cost/price Analysis
- Briefing Charts
- Proposal Analysis Report (PAR)
- Source Selection Decision Document (SSDD)

Records Retention

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AFFARS MP5315.3, para 4.2.2.3

- **Maintain source selection evaluation records**
  - **Once presented to SSA in any form, that evaluative material and any related supporting evaluative material becomes an official record that must be maintained and must not be altered.**
  - **Can update, revise, or change that evaluation information in subsequent documentation, *but the original record must remain distinct***
  - **Prior to presentation to the SSA, evaluative materials are "working papers" and may be changed/modified by their author as necessary**

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Debriefings

- Conducted separately for each offeror that requests debrief
- Strengths, weaknesses, and/or deficiencies.
  - Your written assessments will be presented to the unsuccessful offeror to support the ratings – your final chance to excel!
  - Also released to each of the unsuccessful offerors are the redacted assessments from the successful offeror's briefing charts.
- Overall ranking of offeror (if applicable)
- Ratings of successful offeror and debriefed offeror
- Reasonable responses to relevant questions

… and in Conclusion

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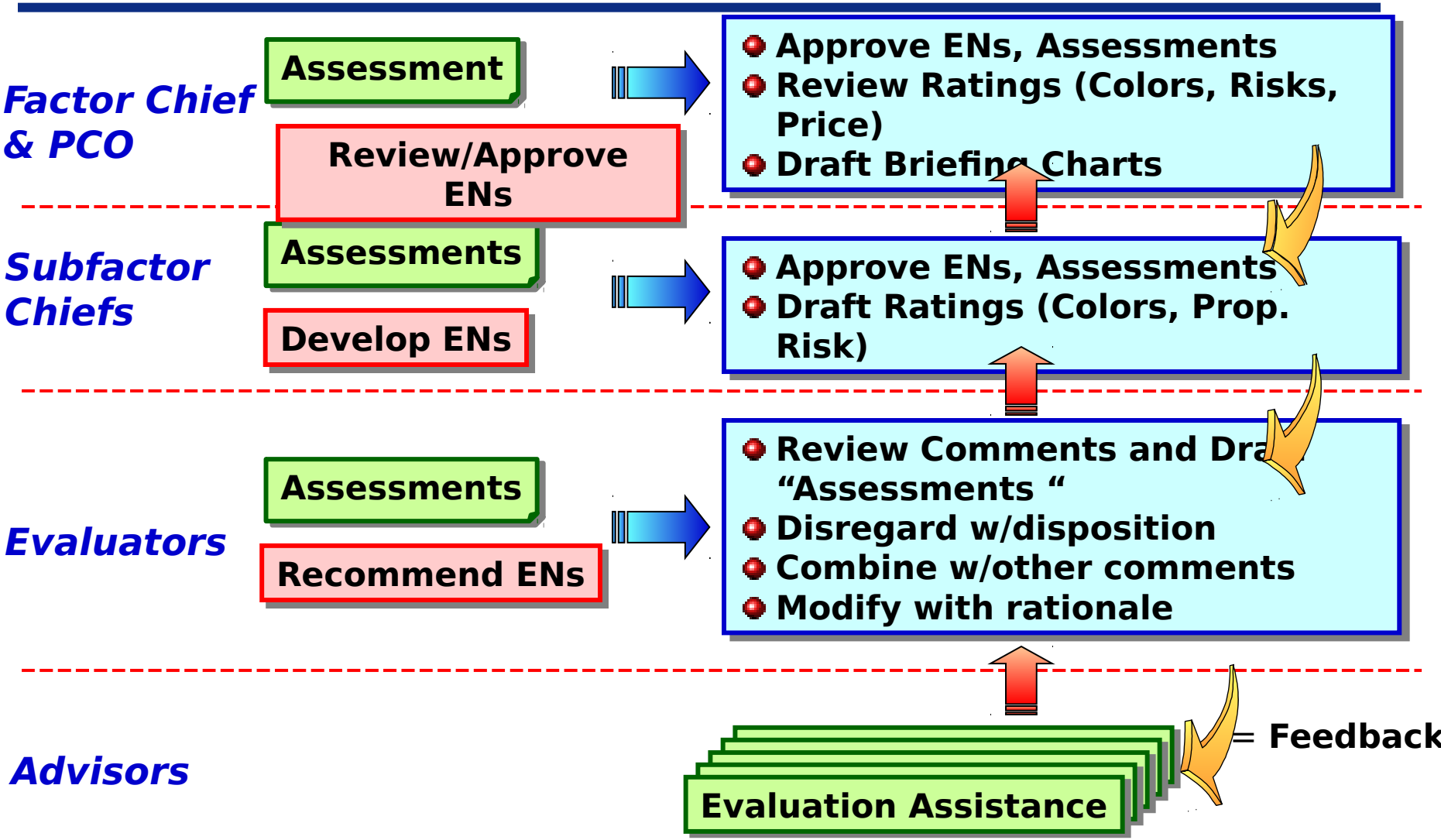

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Questions or Feedback

- **Questions?**
- **Feedback?**
  - **Comments/Recommendations can be posted at:**
  - **The training modules will be reviewed/updated periodically based on your inputs**